

# Te Kahu Pairuri o Aotearoa

## Hospice NZ Strategic Plan 2023-2026

### OUR VISION

▶ Every person in Aotearoa New Zealand has access to quality palliative care when and where they need it.

### TE TIRITI O WAITANGI

▶ We will give effect to Te Tiriti o Waitangi principles and ensure that those principles are part of what guides all our mahi – Partnership, Options, Tino Rangatiratanga, Active Protection, Equity.

### OUR MISSION

▶ To lead and support the hospice movement in Aotearoa New Zealand, working to ensure equity of access and consistent delivery of palliative care as a core part of the nation's public health system.

### OUR VALUES

▶ Our values reflect how we deliver our services to members, stakeholders, partners and the public.

#### WHAKAMANA TĀNGATA

Placing People First

#### WHANAUNGATANGA

Building & Growing Relationships

#### AUAHATANGA

Creativity, Learning & Problem Solving

#### TAKATŪTANGA

Prepared & Ready for the Future

#### KAITIAKITANGA

Guardianship & Protection

### STRATEGIC IMPACT AREAS

#### HOSPICE FUNDING MEETS COMMUNITY NEED

Funding for hospice care, including from Crown funders, supporters/partners and hospice generated, is sustainable and fair.

It means different communities are able to access an agreed range of hospice services to meet their needs.

#### HOSPICE CARE IS VISIBLE AND VALUED

Hospice care is visible and understood by Government, Crown agencies, health providers and the general public. It is seen as a valuable and essential part of the national health system in Aotearoa and is funded as such.

#### OUR WORKFORCE IS GROWING IN CAPABILITY AND DIVERSITY

The palliative care workforce has the capability and capacity to meet community need. It includes a diversity of people and professionals across a range of settings and services so all those who need palliative care have their needs met in a way they find acceptable.

#### ALL PEOPLE CAN FREELY ACCESS HOSPICE CARE

Hospice care is provided at no charge to all who need it, is available when and where it is needed, and is provided in such a way that all people feel comfortable accessing hospice care. There is a focus on equity of access to, and outcomes of, hospice care.

#### PALLIATIVE CARE IS DELIVERED COLLABORATIVELY

Palliative care services and other health and social service providers work together to ensure patient and whānau care is seamless, and resources are used effectively and efficiently. Opportunities for partnership, innovation and research are maximised.

### SUSTAINABILITY

▶ Implementing best practices aligned to the United Nations Sustainable Development Goals.

# Te Kahu Pairuri o Aotearoa

## Hospice NZ Strategic Plan 2023-2026

### Impact Areas and Strategic Objectives



#### HOSPICE FUNDING MEETS COMMUNITY NEEDS

- Design an equitable and sustainable commissioning and funding model for hospices
- Create a data infrastructure that will deliver insight and value for hospices
- Advocate for pay parity/equity and conditions for all staff on behalf of the hospice sector
- Raise sufficient funds to meet Hospice New Zealand's annual budget for 2024-2025



#### HOSPICE CARE IS VISIBLE AND VALUED

- Develop two national awareness raising campaigns
- Ensure the Government is aware of contemporary issues, concerns and innovations in the hospice sector
- Establish value proposition for hospice care
- Maintain and develop national partnerships which raise funds and awareness for our hospice members
- Strengthen communication initiatives across all channels
- Lead by example by implementing best practices at Hospice New Zealand which align to the Sustainable Development Goals



#### OUR WORKFORCE IS GROWING IN CAPABILITY AND DIVERSITY

- Māori experience culturally responsive palliative care
- Deliver a cultural competency pathway
- Develop a wellbeing strategy for Kaimahi Māori, Tūroro Māori and their whānau
- Deliver a suite of education programmes and resources for Carers and health care workers
- Contribute to the inclusion of palliative care for new undergraduate programmes



#### ALL PEOPLE CAN FREELY ACCESS HOSPICE CARE

- Develop Māori-centric resources by Māori for Māori
- Deliver a suite of culturally responsive educational resources for carers



#### PALLIATIVE CARE IS DELIVERED COLLABORATIVELY

- Deliver cultural leadership, advice and support at a national level
- Maintain and strengthen quality relationships with Hospice New Zealand members
- Identify and develop key relationships with national and international organisations relevant to palliative care
- Deliver the Hospice New Zealand palliative care conference 2024
- Establish and support active communities of practice for Hospice New Zealand network groups

# Appendix 1:

## Outline of Te Tiriti o Waitangi Principles and application for Te Kahu Pairuri o Aotearoa – Hospice New Zealand

### PRINCIPLES AS ARTICULATED IN WAI 2575 – PARTNERSHIP, OPTIONS, TINO RANGATIRATANGA, ACTIVE PROTECTION, EQUITY (POTAE)

#### PARTNERSHIP

The principle of partnership, which requires the Crown and Māori to work in partnership in the governance, design, delivery and monitoring of health and disability services. Māori must be co-designers with the Crown of the primary health system for Māori.

#### OPTIONS/KŌWHIRI

The principle of options, which requires the Crown to provide for properly resourced kaupapa Māori health and disability services. Furthermore, the Crown is obliged to ensure that all health and disability services are provided in a culturally appropriate way that recognises and supports the expression of hauora Māori models of care.

#### TINO RANGATIRATANGA

Our service enhances mana motuhake (self- determination, expression, control and choice) and respects the collective decision-making processes of local iwi.

#### ACTIVE PROTECTION

The principle of active protection, which requires the Crown to act to the fullest extent practicable, is to achieve equitable health outcomes for Māori. This includes ensuring that it, its agents, and its Treaty partners are well informed on the extent, and nature, of both Māori health outcomes and efforts to achieve Māori health equity.

#### EQUITY/MANA TAURITE

The principle of equity, which requires the Crown to commit to achieving equitable health outcomes for Māori.

### COMMITMENT TO THE PRINCIPLES AT HOSPICE NEW ZEALAND

- We promote and value authentic relationships with Te Rōpū Taki Māori, our Māori Leadership group, and build a relationship based on trust, respect, and reciprocity.
- We promote the development of strong ties with mana whenua at the local level, Māori organisations, providers, and iwi.
- We seek Māori expert opinion and voice in the development of our projects.
- We value, promote and support cultural safety in hospice care.
- We consider how communication and information specific to Māori whānau and patients can be generated.
- We support Mauri Mate: A Māori Palliative Care Framework for Hospices<sup>1</sup> as a framework for service options for Māori whānau.
- We value Māori frameworks and support Māori approaches.
- We encourage mana enhancing approaches for our members to build enduring relationships with Māori communities.
- We produce relevant service data that is used for the improvement of Māori outcomes.
- Māori voice and lived experience is woven into our education service and operational policy.
- We welcome and encourage co-design approaches.
- We support and provide guidance to ensure Māori voice is heard.
- We support leadership and development of Māori hospice staff through regular Kaimahi Hui.
- We are growing our te reo Māori competence in pronunciation and word (kupu) knowledge.
- We are growing the Māori presence in hospice governance, staffing and leadership.
- We make conscious resourcing and funding decisions to enable active protection.
- We are growing in our knowledge and understanding of Māori Data Sovereignty principles through Te Rōpū Taki Māori.
- We have an equity approach to all planning and operations. We have resources, tools, and education to enable this.
- We influence and support equitable care in our sector.
- We focus on Māori workforce development issues.
- We are drawing on relevant data to identify gaps, progress, and sustainability.
- Racism and discrimination is addressed in all its forms.

<sup>1</sup> Te Ohu Rata o Aotearoa - Māori Medical Practitioners. 2019. *Mauri Mate: A Māori Palliative Care Framework for Hospices*. Te ORA, Tōtara Hospice and Mary Potter Hospice. Available from: <https://www.hospice.org.nz/mauri-mate>.

# Appendix 2:

## Our Values and how we apply them at Hospice New Zealand

### VALUE

#### WHAKAMANA TĀNGATA

#### WHANAUNGATANGA

#### AUAHATANGA

#### TAKATŪTANGA

#### KAITIAKITANGA

### MEANING

#### PLACING PEOPLE FIRST

Protection and enhancement of dignity and mana  
Placing people first; honouring people.

#### BUILDING & GROWING RELATIONSHIPS

Relationship, kinship, sense of family connection – a relationship through shared experiences and working together that provides people with a sense of belonging.

#### CREATIVITY, LEARNING & PROBLEM SOLVING

Creativity, entrepreneurship, problem solving, learning, confronting challenges and adapting.

#### PREPARED AND READY FOR THE FUTURE

Takatū - to prepare, get ready, make ready.  
-tanga - A suffix used to make verbs into nouns. These nouns usually mean the place or the time of the verb's action.

#### GUARDIANSHIP AND PROTECTION

Guardianship, stewardship, trusteeship.

### APPLICATION TO HOSPICE NEW ZEALAND

- We place patients and whānau at the centre of our work, reflecting the hospice sector we represent, and acknowledge that whānau is the centre of focus for Māori communities and Māori tūroro – patients.
- We support each other and recognise that our people are our most valuable asset.
- We treat all people with respect and dignity.
- Our strength is in our membership; we consider things from the perspective of our members.
- We value building, growing and supporting relationships with members, stakeholders, partners, and the public.
- We work with integrity and as a team to create an environment of trust, collegiality and collaboration.
- We have the courage to challenge the status quo and propose new solutions.
- We use the collective wisdom of our team, Board, Māori leadership, and hospice members.
- We are continually learning and growing to ensure we are at our best and delivering contemporary and innovative answers.
- We are an organisation that is fit for the present and prepared for the future.
- We anticipate, and can respond to, new ways of working and system changes.
- We honour the past and look to the future for opportunities that enhance and grow hospice care.
- We, along with our members, are the Kaitiaki of the hospice movement in Aotearoa New Zealand.
- We understand and promote the concept of 'cultural safety' in hospice services.
- We ensure our organisation is financially and politically sustainable across the medium to long term.
- We contribute to a sustainable future and seek out opportunities where sustainability can be improved.

# Appendix 3:

## Sustainability: United Nations Sustainable Development Goals

The Hospice New Zealand team identified these SDG Goals and Targets as being areas we could contribute to through our work programme.



**3**  
GOOD HEALTH AND WELL-BEING



**4**  
QUALITY EDUCATION



**5**  
GENDER EQUALITY



**10**  
REDUCED INEQUALITIES



**12**  
RESPONSIBLE CONSUMPTION AND PRODUCTION



**17**  
PARTNERSHIPS FOR THE GOALS

GOAL 3	GOAL 4	GOAL 5	GOAL 10	GOAL 12	GOAL 17
ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES	ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL	ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS	REDUCE INEQUALITY WITHIN AND AMONG COUNTRIES	ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS	STRENGTHEN THE MEANS OF IMPLEMENTATION AND REVITALIZE THE GLOBAL PARTNERSHIP FOR SUSTAINABLE DEVELOPMENT

**Target 3.8** Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.

**Target 4.4** By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.

**Target 5.c** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.

**Target 5.4** Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

**Target 10.3** Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

**Target 10.4** Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.

**Target 12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

**Target 12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

**Target 17.9** Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation.